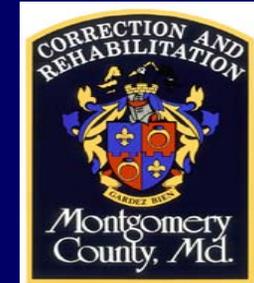


# MONTGOMERY COUNTY



## Department of Correction and Rehabilitation



**Stefan F. LoBuglio**

**Chief, Pre-Release and Reentry Services**

## **Minimizing the Risk of Prisoners' Reentry into the Community: Montgomery (Maryland) County's Approach**

**First Annual Meeting on the Economics of Risky Behaviors**

**Andrew Young School of Policy Studies**

**Institute for the Study of Labor (IZA)**

**Deutsches Institut für Wirtschaftsforschung (DIW DC)**

**March 21, 2009**

# CARE, CUSTODY, CONTROL AND COMMUNITY

## DEPARTMENT OF CORRECTION AND REHABILITATION



Isiah Leggett  
*County Executive*

Arthur M. Wallenstein  
*Director*

September 10, 2008

Dear Colleagues:

Line correctional staff and administrators in the nation's 3,000+ jails are embracing an expanded mission that recognizes our public safety obligation to focus on the release process and reentry preparation of the 12 million individuals who leave our facilities each year. Excellence in **Care, Custody, and Control** must always remain the foundation of our work, but as a field, we have now begun to add a fourth "C" to our mantra: **Community**. We recognize that our facilities are community institutions, and that many of our releases are at high risk for re-offending and causing greater victimization, have serious mental health problems, lack viable housing and job prospects, and can add to the instability of already fragile families and neighborhoods. We need to pay attention to not only what happens behind the wall, but our impact on our surrounding communities.

In an effort to build knowledge on the challenges and practices of reentry from jail, the U.S. Department of Justice's Bureau of Justice Assistance invested in the Jail Reentry Roundtable Initiative, a joint project of the Urban Institute, John Jay College of Criminal Justice, and the Montgomery County (Maryland) Department of Correction and Rehabilitation. Over the last couple years we have commissioned seven papers, convened a Jail Reentry Roundtable and two national advisory meetings, conducted a "scan of practice," and interviewed practitioners from around the country. Hundreds of correctional staff and other stakeholders have contributed directly to this Initiative. All of this material is available at [www.urban.org/projects/reentry-roundtable/roundtable9.cfm](http://www.urban.org/projects/reentry-roundtable/roundtable9.cfm)

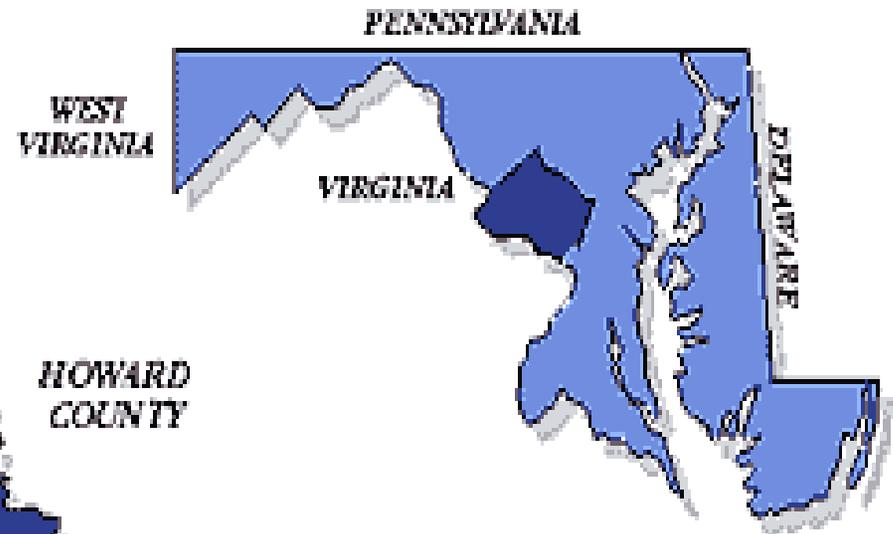
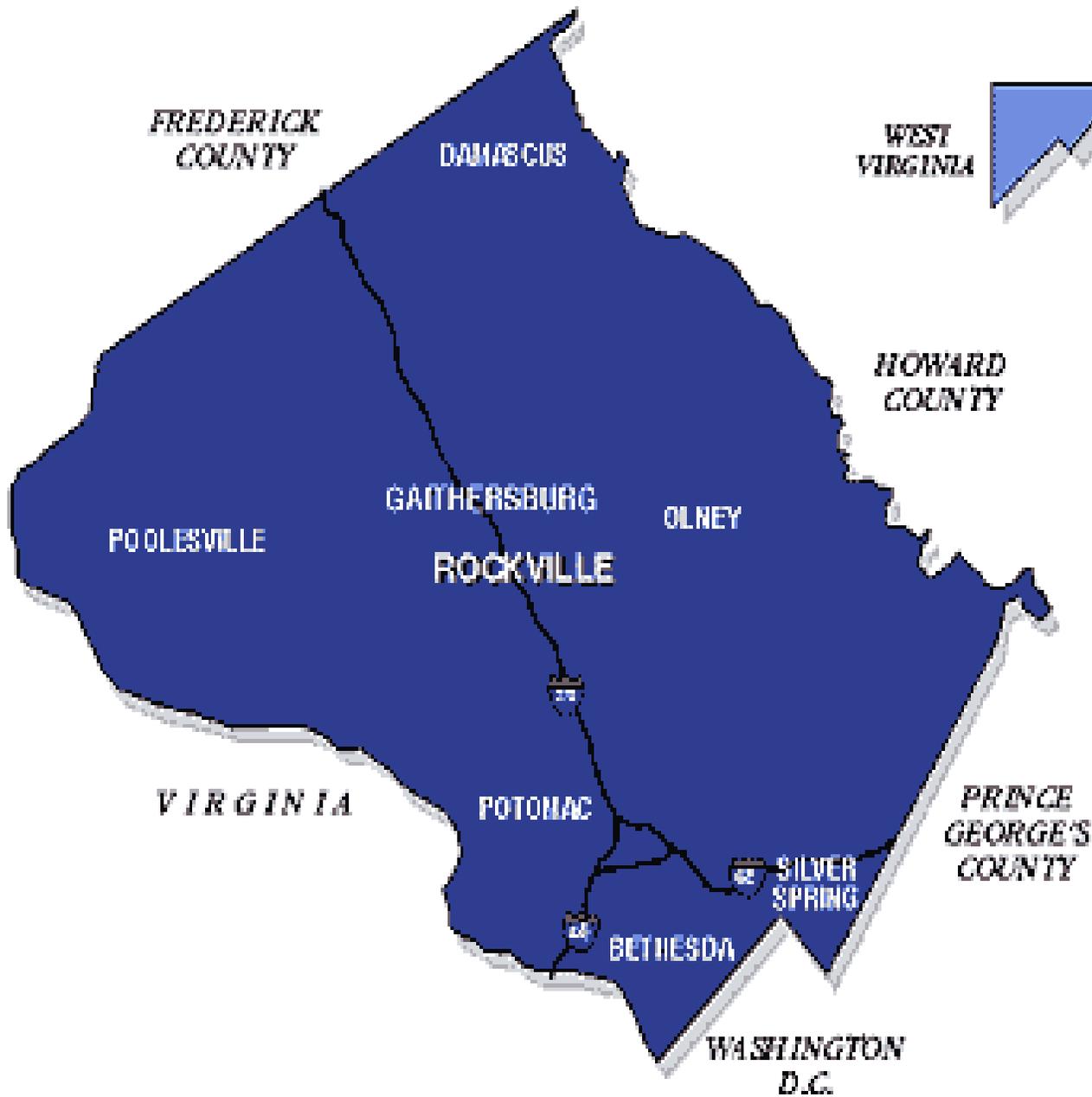
As chair of the Jail Reentry Roundtable Initiative, I am pleased to announce two new reports that synthesize what we have learned through these efforts. *Life after Lockup: Improving Reentry from Jail to the Community* synthesizes the unique challenges and opportunities of reentry from jail and highlights local reentry efforts around the country. *The Jail Administrator's Toolkit for Reentry* is a practical guide for jail administrators and local correctional staff to address community reentry issues. These reports are the first national resources to address the millions of releases from jail each year, and join the larger literature on reentry that heretofore has focused exclusively on release from prisons.

On this topic, we have come far in a short period of time. On April 9, 2008 President Bush signed the Second Chance Act that explicitly includes jails in funding and research on promising reentry practices. This comes only five years after a pivotal meeting in Branson, Missouri of the Justice and Public Safety Steering Committee of the National Association of Counties where 100 elected county officials first publicly raised the importance of focusing on reentry from jail. Our progress owes a debt of gratitude to the dynamic leadership of the Bureau of Justice Assistance that has funded our work, and to the expert guidance and planning skills of organizations such as the Urban Institute and John Jay College. We still have a long way to go to infuse all of our nation's jails with promising and evidenced-based reentry practices, but reports like those enclosed are pointing us in the right direction.

I am pleased to share these reports with you and applaud the leadership of jail staff across the country that are embracing our collective mission of **Care, Custody, Control, and Community**.

Sincerely,

Arthur Wallenstein  
Chair of Jail Reentry Advisory Group



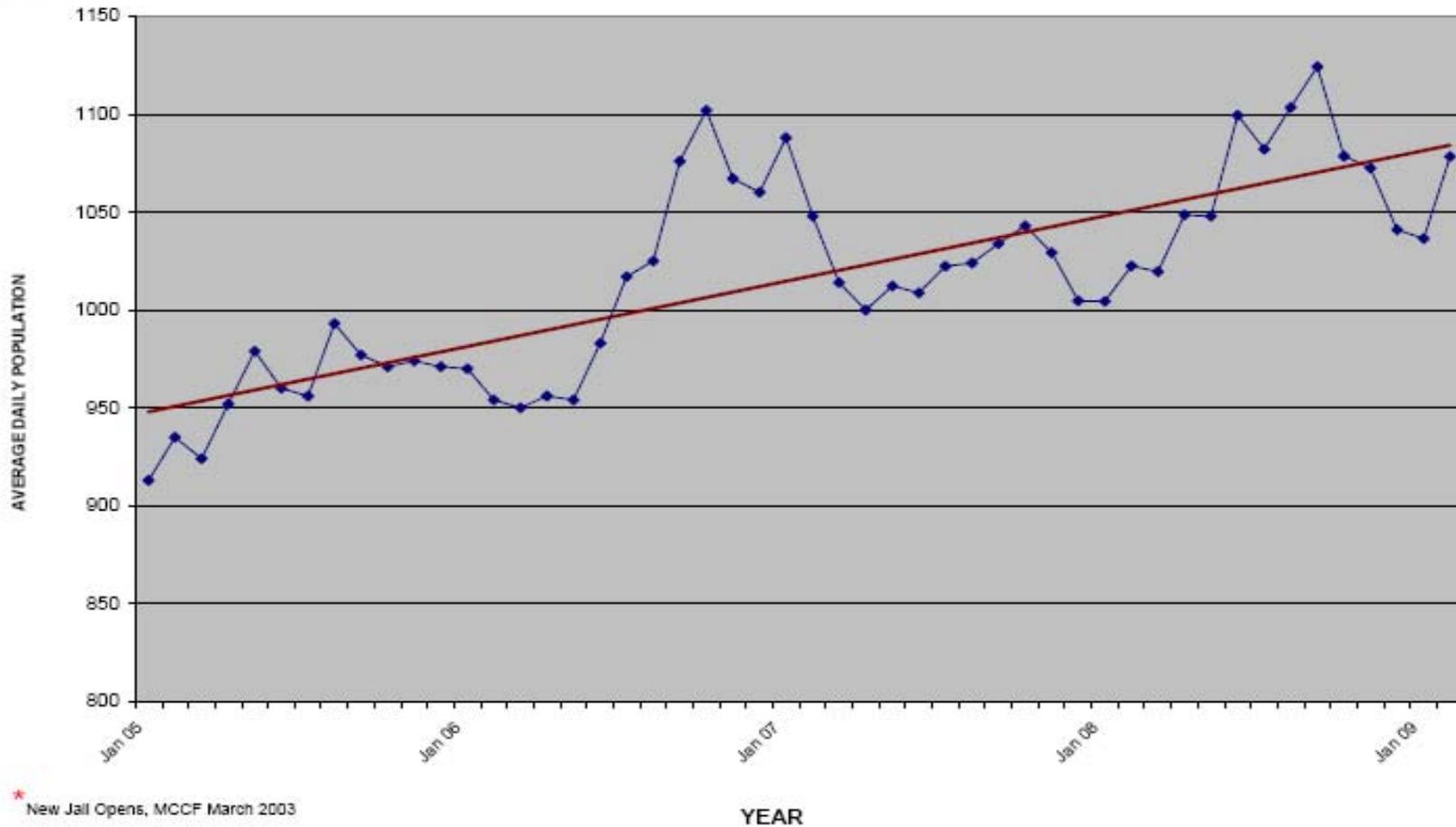
**497 Square Miles**  
**Population: 873,341\***  
**\*2000 Census Survey**



# Department Statistical Overview



## DEPARTMENT OF CORRECTION AND REHABILITATION DOCR AVERAGE DAILY POPULATION JANUARY 2005 - FEBRUARY 28, 2009



\* New Jail Opens, MCCF March 2003  
ADP, March 2003 = 902

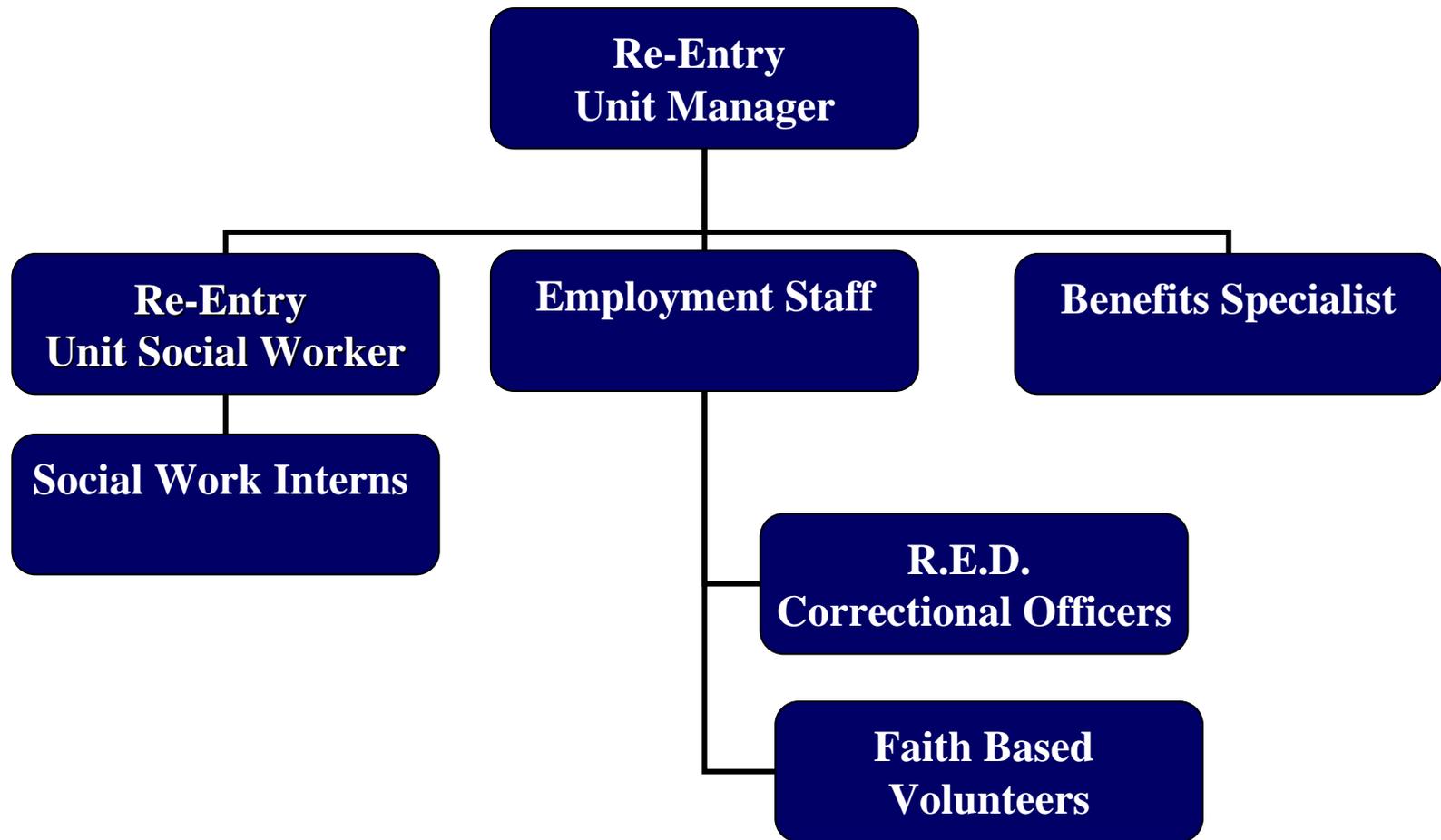
# Montgomery County Correctional Facility



# **Jail Based Reentry**

**Reentry for All Program**

# Re-Entry Unit “In House” Staff



# Typical Re-Entry Client Needs

- **Ongoing medications (physical and psychiatric)**
- **Ongoing mental health counseling**
- **Substance abuse counseling**
- **Domestic Violence Programs**
- **Shelter Referrals**
- **Food Stamps and food bank**
- **Access to community health clinics**
- **Job and educational programs**

# Jail Based Re-Entry

Jail Based Programming

Sentenced  
Inmates  
(90 Day  
Minimum)

Education  
JAS  
MRT  
CIU  
Work skills  
Life Skills  
Parenting  
DBT  
ESOL  
Work Force  
Faith Based

One  
Stop  
Work  
Center

Coordinated  
Case  
Management

Transitional  
Housing

CRES

Crisis  
Center

CATS

OPD  
Client Services

Addictions  
Treatment

Faith Based  
Community  
Reentry

Parole  
And  
Probation

IDENTITY  
Latino Youth  
And Families

Benefits  
Specialist

Research

PATH

Data  
Collection  
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Mapping

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# Collaborative Case Management Overview



**Case Manager  
Interviews Inmates  
Meeting  
Re-Entry  
Criteria**

**Cases are presented  
and discussed at  
Collaborative  
Meeting**

**Social Worker  
Meets with Inmate  
to begin referral  
process**

# **Collaborative Case Management Montgomery County Correctional Facility**

- **Meets Bi-weekly**
- **Key to post release planning**
- **Identification of resources**
- **Sharing Information**
- **Linkages are initiated**
- **Referrals are made**
- **Partnerships are initiated**
- **Formal and Informal networking**



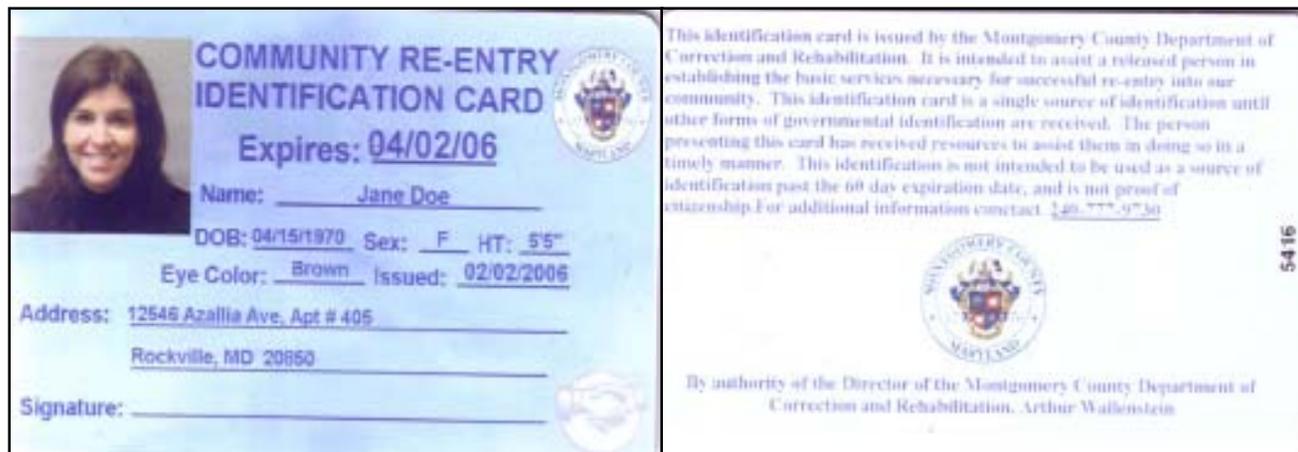
# Partners in Attendance

- **Parole and Probation**
- **Office of the Public Defender**
- **Police**
- **Mental Health Treatment Providers**
- **Substance Abuse Treatment Providers**
- **Crisis Center**
- **Faith Based Organizations**
- **Cultural-based organizations**
- **Medical Providers**
- **“In House” Case managers and treatment providers**

**On average we have 40+ direct service providers present!**

# Re-Entry ID Card

- Legal Photo Identification
- RIDE ON bus/Transit Pass
- Library Card for computer access



Sample Card

# **Why do ex-offenders need an ID?**

- **To get a job**
- **To access county based substance abuse and mental health treatment**
- **To access public health care clinics**
- **To ride the bus to and from appointments**

**Re-Entry Employment  
Development  
(R.E.D. Team)**

**A Quick Look Around**

# Preparing For Employment Success

Digital Imaging Shop  
Job Shop



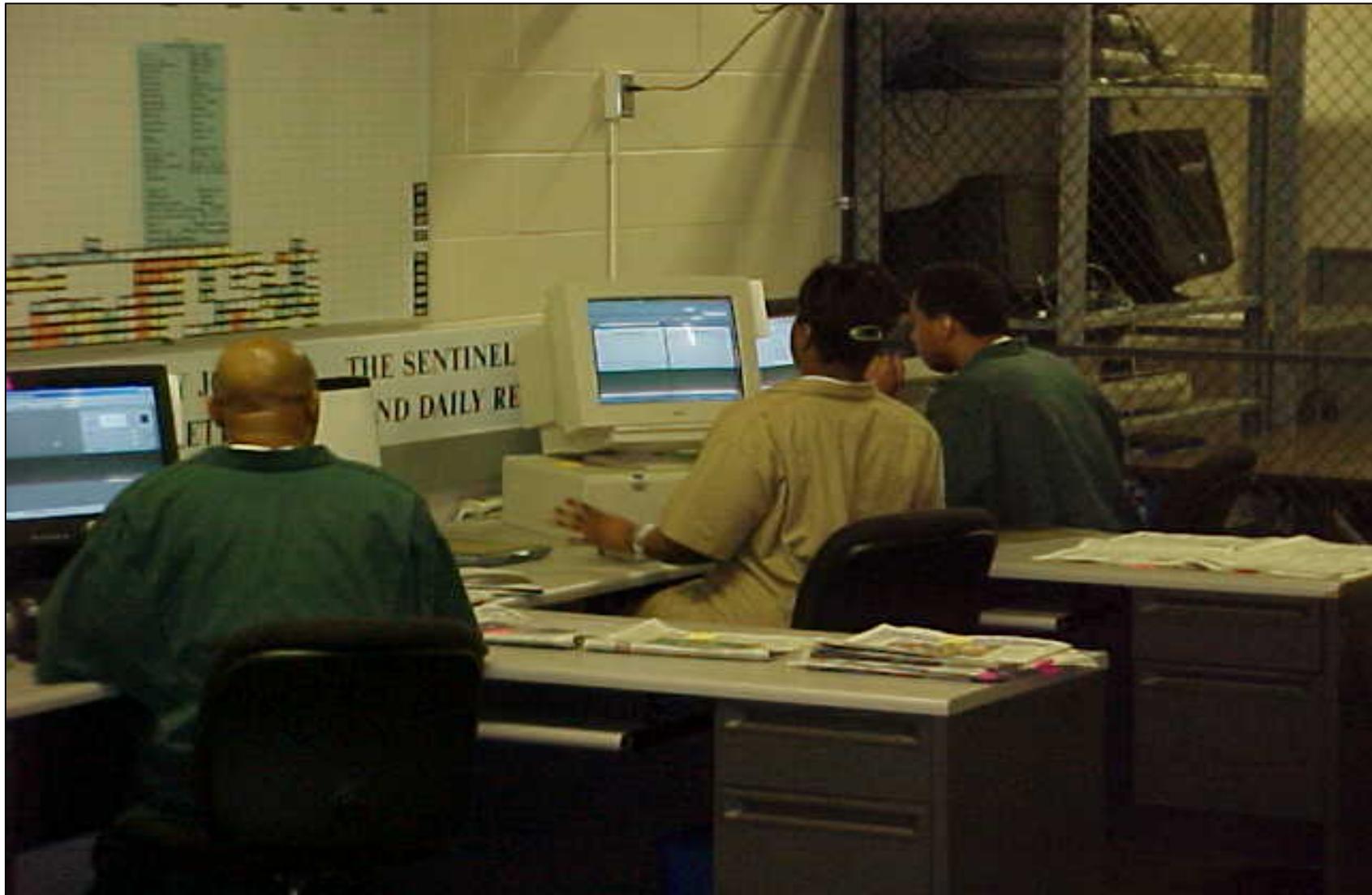
Bakery Program Graduation  
Lifeskills Education



# Digital Imaging Shop



# Daily Newspaper Scanning



# Job Shop

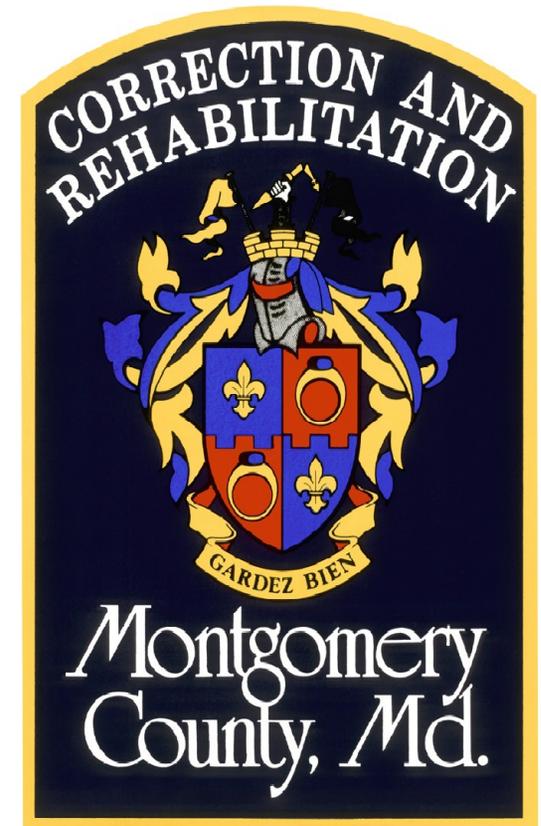


# Re-Entry Employment Services

# Partners

**Montgomery Works**

*Your Workforce Connection*



# MCCE ONE STOP Offender Employment Center



# **Jail-based One-Stop Career Center**

- **Resource Library**
- **Video Room**
- **Legal Identification Card**
- **Practice Interviewing Room**
- **Computer Lab**
  - **Labor Market Research**
  - **Self-Assessment**
  - **Work on resume, cover letters, and applications**
  - **Job Search**
  - **Travel information on getting to job**

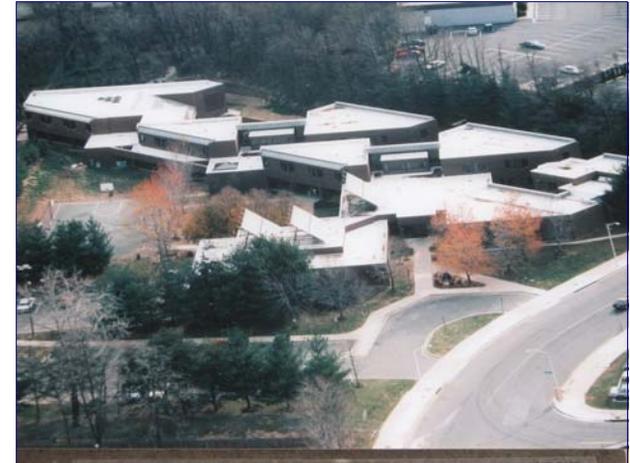
# **Community Corrections**

**Pre-Release and Reentry  
Services Division  
(PRRS)**

# Pre-Release and Re-Entry Services Division Work Release

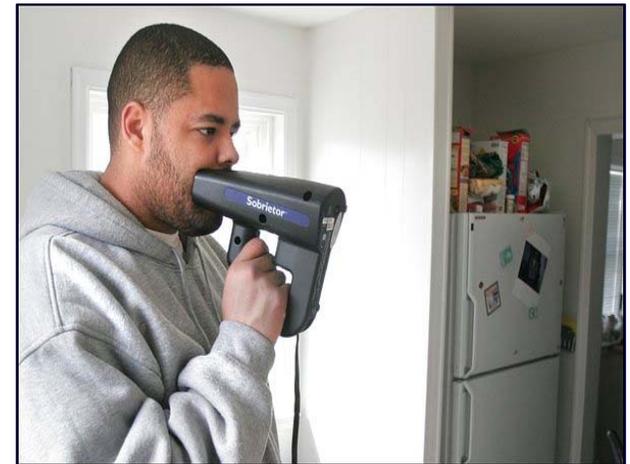
## 171-bed Residential

- Sited in 1978  
Rockville, Maryland
- ACA Accredited



## 45-Client Home Confinement

- Electronic monitoring
- Mobile field team

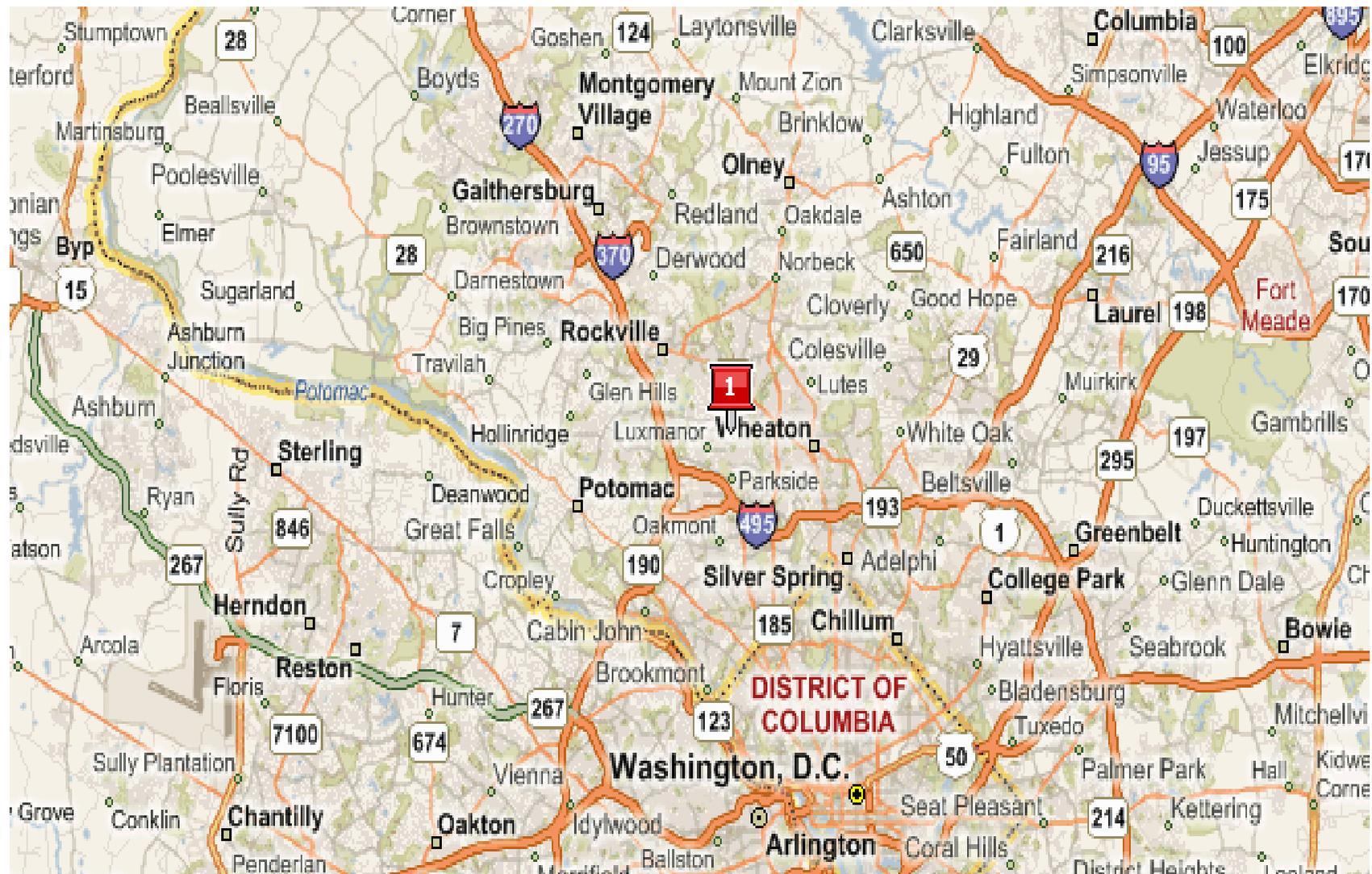


# Montgomery County Pre-Release Center

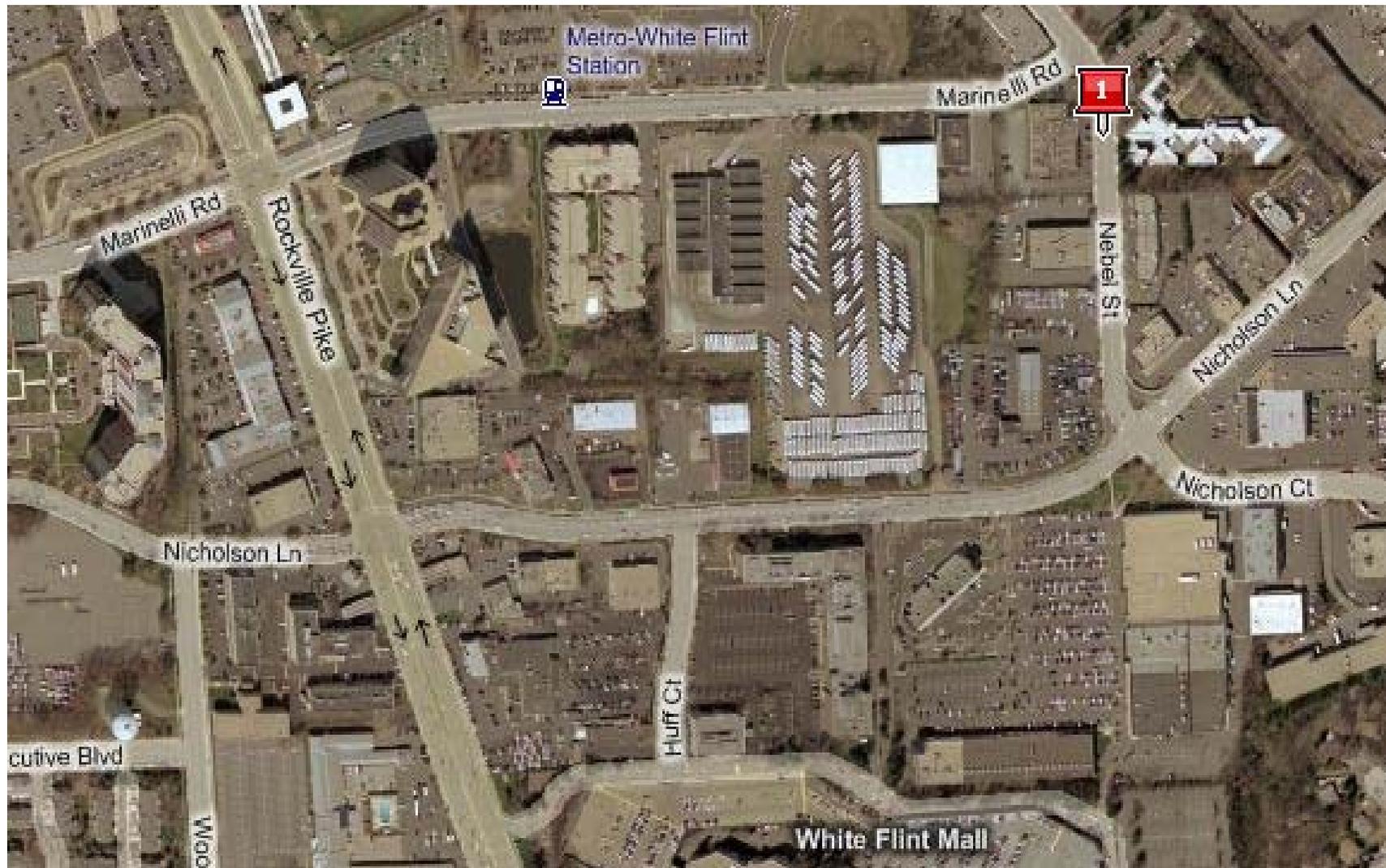


# Rockville, Maryland

## Greater Washington Area



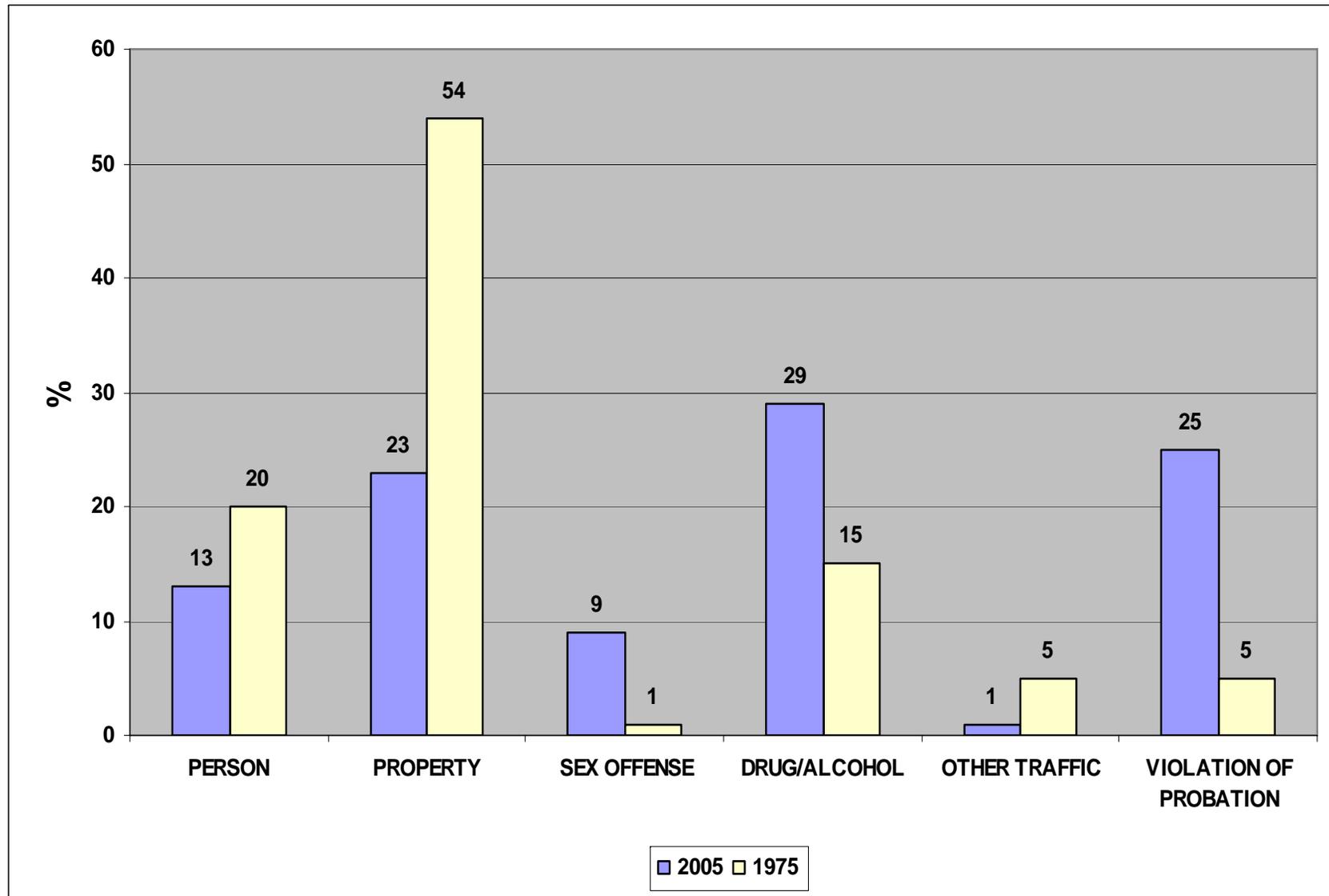
# Pre-Release Center location near Transportation and Jobs



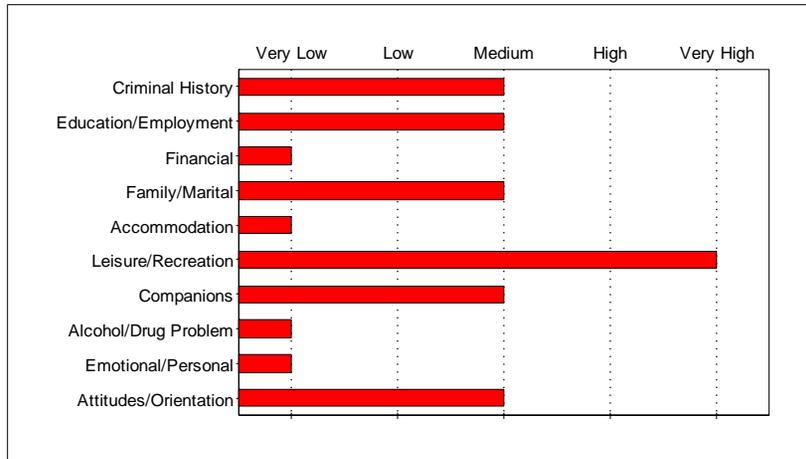
# Client Population

- **Sentenced Individuals within 1 year of release**
- **Local, State, and Federal incarcerants**
  
- **Gender**
  - 87% Male
  - 13% Female
  
- **Age (33.6 Median)**
  - 32 years male
  - 38 years female
  
- **Race/Ethnicity**
  - 54.4% Black
  - 35.3% White
  - 8.8% Hispanic
  
- **Education**
  - 36% HDS
  - 20% GED
  - 15% Some College
  - 29% Drop outs

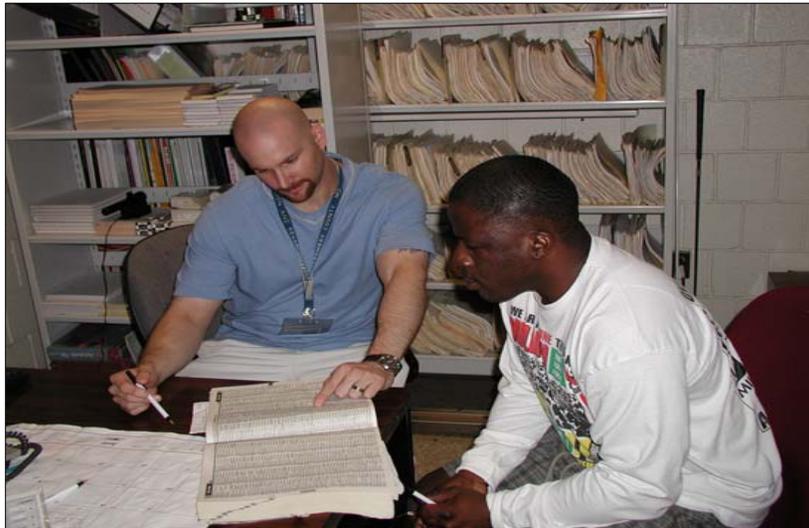
# Offense Distribution Comparison 2005 vs. 1975



# Services



- **Assessment (LSIR)**
- **Individualized reentry plans**
- **Evidenced-based programs**
- **Family involvement**
- **Community partners**
- **Faith-based mentors**
- **Education**



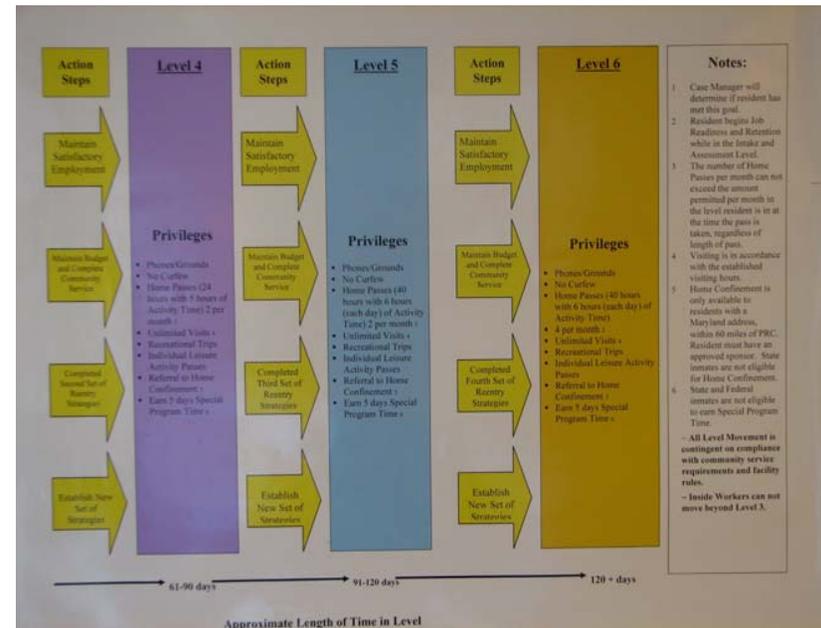
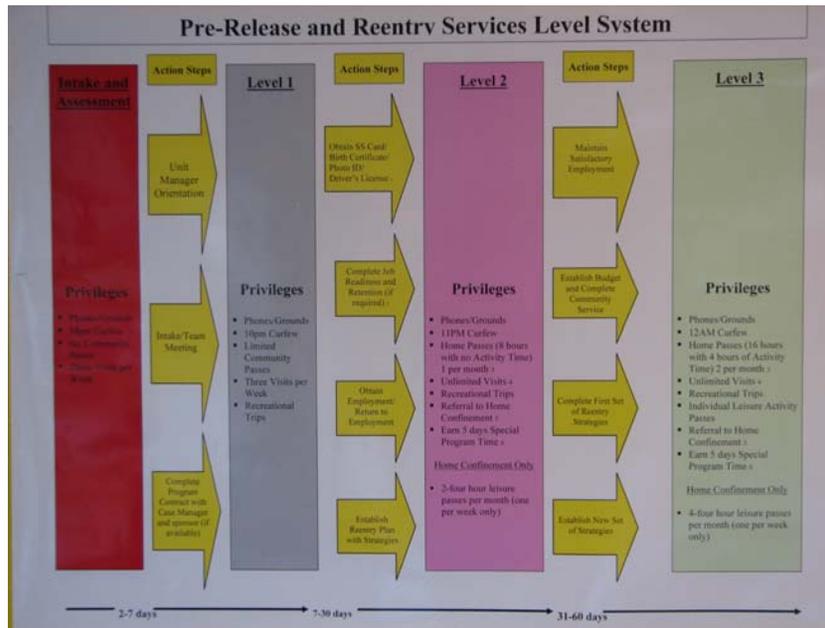
# Welcome Home: Prison Outreach Ministry of the Archdiocese of Washington, DC



- Assigns mentors who are spiritually strong, value-centered role models to clients
- Provide educational tutoring, computer instruction, career guidance, resume preparation and other services matched to clients' need
- Recruits from county's Roman Catholic parishes and other faith-based organizations
- 54 mentors in 2007 who contributed over 1,800 hours of service to hundreds of clients
- NACO Achievement Award 2008

**Contact: Melissa Hrin**  
**240-773-4206**

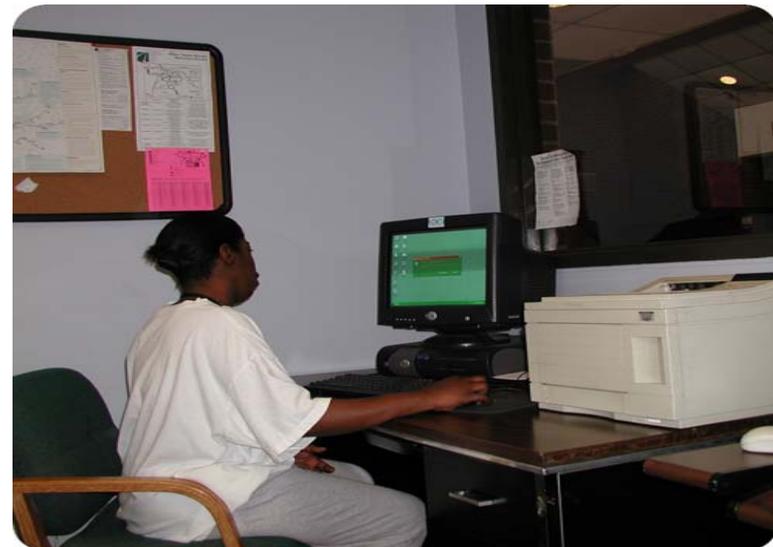
# Level System of Privileges



- Six levels tied to “Reentry Action” steps
- No minimum time at any level
- Privileges include home passes, extended curfew, phone usage, leisure activity passes

# Work Release Component

- Work is key requirement
- Expectation of Job within 3wks
- 1-week of job readiness training
- Clients conduct job search
- Approved jobs must be suitable with offense history
- Employer contract details rules of the job placement
- Work Release Coordinators (WRC) provide services to client and employers



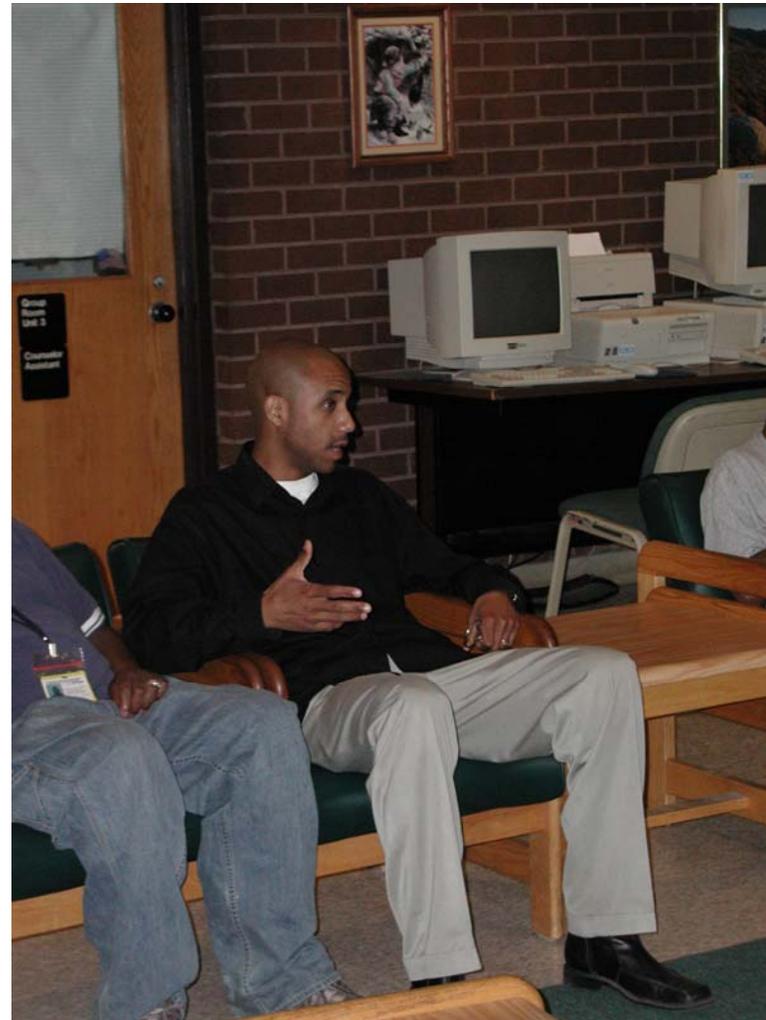
# Work Release Services

- Job Readiness training
- Career assessment/ Career Counseling
- Documentation Assistance
- Career/Resource Room
- Job Placement
- On-going Support
- Employer Contact
- Retention Follow-up



# Work Release Rules

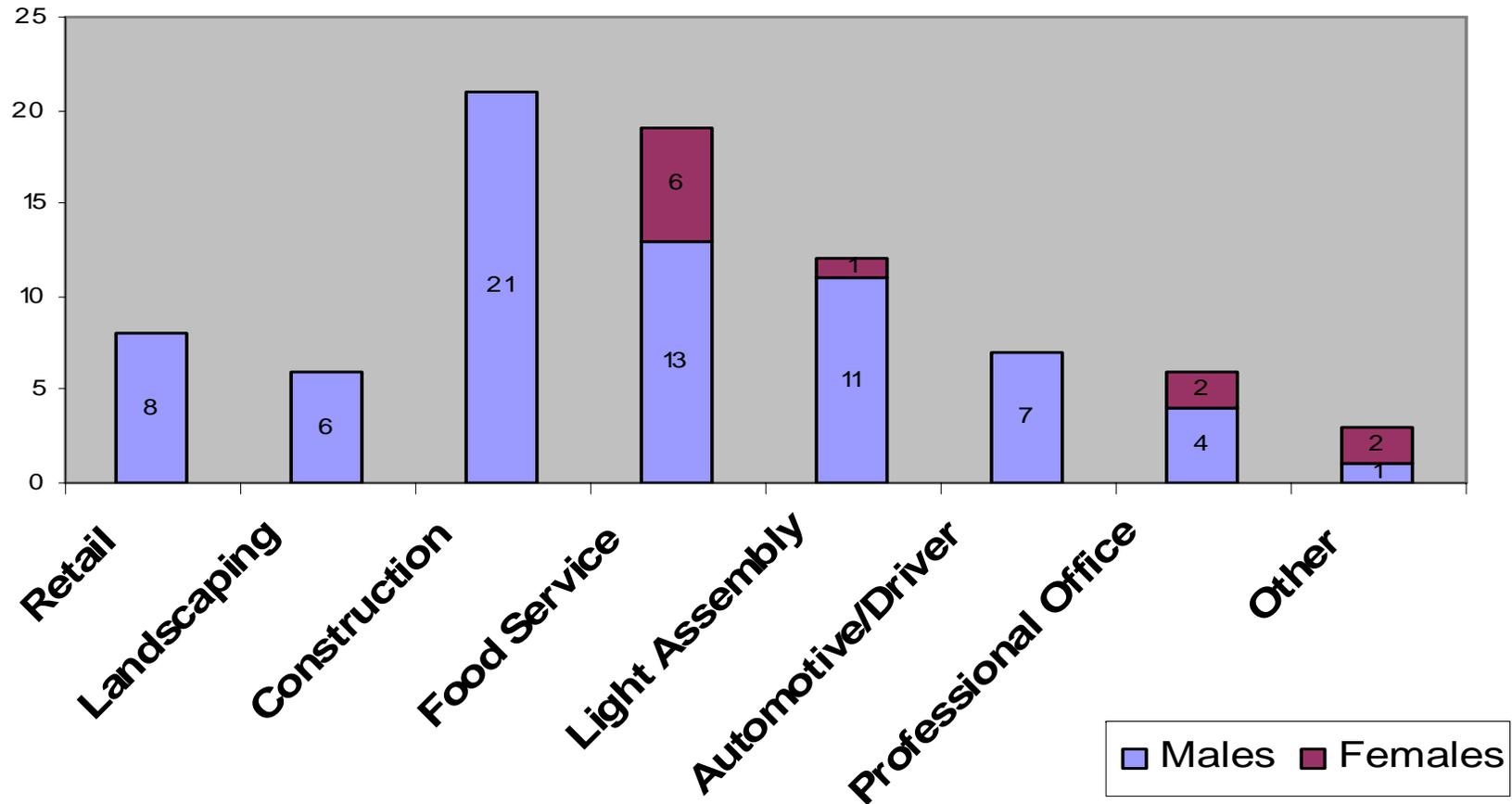
- Job search  
(M-F, 8a.m. – 4:30p.m.)
- Morning meeting
- Daily contact with WRC
- Appropriate dress
- No TV or recreation
- Secure employment within 3 weeks
- Employer contract



# Types of Jobs

## Work Release Job Placements

Montgomery County Pre-Release Center  
4/1/05 Snapshot (n=82)



# Accountability

- Program fees
- Approved passes
- 3 Drug tests/weekly
- 3 Alcohol test/daily
- On-site verifications for work & treatment
- Caller ID verification
- Electronic monitoring
- Escape prosecution



# External Program Strengths

- Relationship with Judiciary
  - Program integrated into sentencing structure
  - Corrections determines eligibility for program
  - Support for harsh sentencing of escapees
  
- Relationship with Judiciary
  - \$7.1 million operation (\$1 million revenues)
  - Community partnership (agencies, non-profits, and faith-based organization) & Advisory Board
  
- Location/Building Architecture
  - Near county economic center and transportation hub
  - Contemporary style: space, light, and privacy

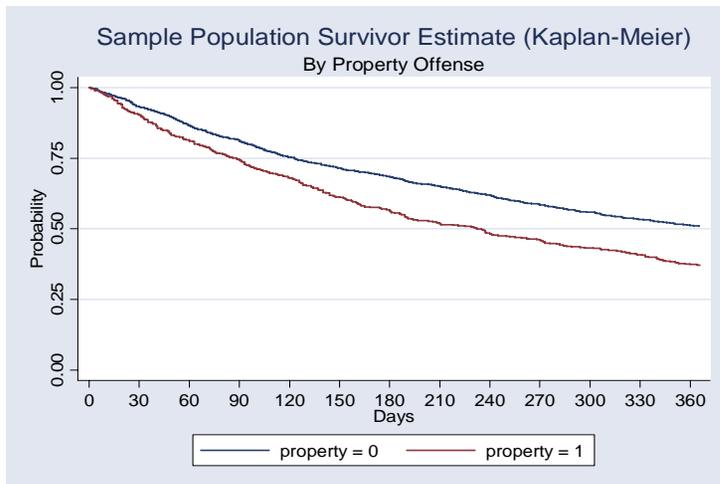
# Internal Program Strengths

- **Staff**
  - 1:2:5 ratio staff/clients
  - Training and education
  - Dedication/tenure to services
  - Treatment/security Teamwork
- **Individualized Reentry Plan**
  - Case loads of 1:15 to 1:25
  - Balancing work, treatment, and education
  - Family involvement and home visits
- **Screening Process**
  - Exhaustive screening interview
  - Extensive criminal background check
  - Few disqualifiers by offense type
- **Accountability**
  - Client whereabouts known at all times
  - Frequent verifications
  - Swift sanctioning authority
  - “Walkways” are considered escapes

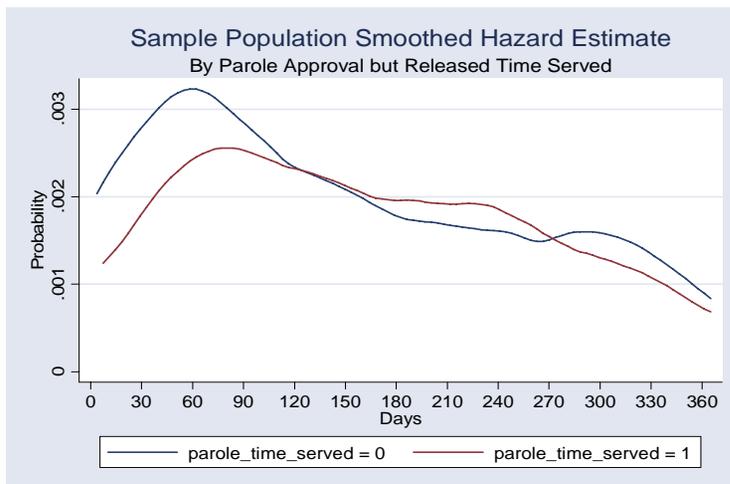
# **PRRS Program Performance (2007 Data)**

- 29% of sentenced population managed in community
- 84% program completion rate
- 87% released with employment
- 98% released with housing
- \$2 million in Gross Income
- \$367,000 taxes
- \$348,964 program fees collected
- \$193,000 family support
- \$10,000 Restitution
- 63,068 detention jail bed days saved
- >13,000 verifications & >160,000 drug tests
- 10 escapes (all back in custody and charged)

# Recidivism Study Proposal (CY'07)



- 1 & 3 year rates
- All sentenced incarcerants released to the street
- Survival Analysis & Hazard Modeling
- Data for program planning (not program evaluation)



# Contact Us

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**Re-Entry Unit Manager, Correctional Facility**

Phone: 240-773-9769

[Gale.Starkey@montgomerycountymd.gov](mailto:Gale.Starkey@montgomerycountymd.gov)

*Montgomery County, Maryland Department of Correction And Rehabilitation*

# Web Site

## **Montgomery County Government, Maryland**

[www.montgomerycountymd.gov](http://www.montgomerycountymd.gov)

## **Department of Correction and Rehabilitation**

[www.montgomerycountymd.gov/doctmpl.asp?url=/content/docr/index.asp](http://www.montgomerycountymd.gov/doctmpl.asp?url=/content/docr/index.asp)

## **Reentry Presentations**

[www.montgomerycountymd.gov/doctmpl.asp?url=/content/DOCR/VideoPresentations.asp](http://www.montgomerycountymd.gov/doctmpl.asp?url=/content/DOCR/VideoPresentations.asp)